

**REPORT OF THE  
HUMAN RESOURCES COMMITTEE OF THE  
BOARD OF DIRECTORS OF THE  
COOK COUNTY HEALTH AND HOSPITALS SYSTEM**

**September 26, 2008**

**ATTENDANCE**

**Present:** Chairman Andrea L. Zopp and Directors David Carvalho and Quin R. Golden (3)

**Absent:** Directors Sister Sheila Lyne, RSM and Jorge Ramirez (2)

Chairman of the Board Warren L. Batts (Ex-Officio)

**Also Present:** Directors Hon. Jerry Butler and Heather O'Donnell; Matthew B. DeLeon – Secretary to the Board; Patrick T. Driscoll, Jr. – Deputy State's Attorney, Chief, Civil Actions Bureau, Office of the State's Attorney; David Fagus – Chief Operating Officer, Cermak Health Services; Laura Lechowicz-Felicione – Special Counsel to President Todd H. Stroger; Dr. Avery Hart – Interim Chief Medical Officer, Cermak Health Services; Elizabeth Reidy – Deputy Chief, Civil Actions Bureau, Office of the State's Attorney; Jonathan Rothstein – Acting Bureau Chief, Bureau of Human Resources of Cook County; Julie Ann Sebastian – Assistant State's Attorney, Labor and Employment Division, Office of the State's Attorney; David Small – Interim Chief Executive Officer, Cook County Health and Hospitals System; Sidney Thomas – Chief Operating Officer, Provident Hospital of Cook County

**Ladies and Gentlemen:**

Your Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System met pursuant to notice on Friday, September 26, 2008 at the hour of 7:30 A.M. at Stroger Hospital, 1901 W. Harrison Street, in the fifth floor conference room, in Chicago, Illinois.

Your Human Resources Committee has considered the following items and upon adoption of this report, the recommendations follow.

**Roll Call**

Matthew B. DeLeon, Secretary to the Board, called the roll of members and it was determined that a quorum was present.

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**OLD BUSINESS**

**Update on salary reclassifications and status of Desk Audits by  
Cook County Bureau of Human Resources.**

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David Small, Interim Chief Executive Officer of the Cook County Health and Hospitals System, presented the Committee with an update on salary reclassifications and a report on the status of the desk audits by the Cook County Bureau of Human Resources. He stated that there were two specific requests in this area that had been made: one was to get a final chart of the reclassifications with additional information that had been requested. This information included the grade, step and salary prior to the proposed reclassifications and the subsequent recommended change. The second request is a report of the non-physician upgrades for which desk audits were in process. This also includes the grade, step and salary information. Further, Mr. Small stated that his understanding is that all but one of the desk audits will be completed by the following Tuesday; the final desk audit will be completed the following week.

Mr. Small responded to questions from Directors on the information provided. He explained that management wanted to give these individuals salary increases in their grade and in their position, however, they had topped out at their salary. In order to receive the salary increase, they would have to be promoted into a new position; this position would need to be posted and they would have to apply for it.

Chairman Zopp inquired further into the limitations on reclassifications. She stated that if the positions can be reclassified, it would be preferable to reclassify rather than create new positions for these types of promotions.

Director Golden requested information on whether these positions were full or part-time.

Mr. Small stated that he could provide that information<sup>1</sup>.

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Discussion of division of human resources responsibilities between the  
Cook County Bureau of Human Resources and the  
Cook County Health and Hospitals System

Chairman Zopp stated that at the last Human Resources Committee meeting, Jonathan Rothstein, Acting Chief of the Bureau of Human Resources of Cook County, provided the Committee with his thoughts on the discussion of the division of human resources responsibilities. Since that meeting, Mr. Small had a chance to review and would be presenting on the subject.

Mr. Small referenced a memorandum regarding restructuring of human resources functions; also attached to the memorandum is a proposed functional organizational chart for human resources activities and a copy of Mr. Rothstein's memo of September 10, 2008.

Mr. Small indicated that he is in agreement with Mr. Rothstein's memorandum. The movement of appropriate human resources functions to the System is going to take time; staffing for these functions will be an issue. He stated that at this particular time, until there is a permanent Chief Executive Officer and permanent Chief Medical Officer for the System, he is recommending that the hiring and recruitment of physicians continue as is.

In terms of collective bargaining, Mr. Small indicated that there is no disagreement that the Ordinance calls for the System Board and his office to work collaboratively with Mr. Rothstein and the County in efforts of negotiations around collective bargaining agreements. Further, Mr. Small stated that current System staffing for labor relations issues appears adequate at the moment.

Mr. Small discussed recommendations for some targeted and highly technical types of training for fiscal year 2009. This would include training for upgrades to the Cerner registration clinical system and its eventual roll-out to Provident Hospital. Further, he stated that once the new System Director of Human Resources is hired, the System can move forward in planning for an ongoing review of compensation, development and maintenance of performance-based job descriptions, and a variety of other activities.

Chairman Zopp stated that her immediate reaction is that it seems to be pretty well aligned with the County's Human Resources' point of view.

Mr. Rothstein stated that there are some details that need to be reviewed.

Director Carvalho referenced a recommendation made in a memorandum from Cecil Marchand, Associate Administrator at Stroger Hospital of Cook County. In this memorandum, Mr. Marchand recommended that the Chief Executive Officer be removed from the hiring process. Director Carvalho stated that it may be premature at this point to remove him from the process.

Mr. Small stated that he is in agreement with Mr. Marchand's position. Several steps were removed in the revised hiring process that called for the Chief Executive Officer's signatures. Mr. Small felt that it did not add any value to the process, and it gives the Chief Operating Officers at the institutions the appropriate leadership oversight at the operational level.

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**Update and discussion of pending information requests.**

**ACTION ITEMS FOR FOLLOW-UP**

**Requests to David Small:**

Provide to the committee a copy of the current orientation process materials for recruitment. (7-21 meeting)

Supply the committee with a copy of the hiring plan (8-18 meeting)

Provide lists of all personnel, by names, title, salary and date of hire at each facility in the CCHHS, also include all open positions by title and salary for each facility. (9-19 CCHHSB meeting)

Mr. Small provided the Committee with copies of current orientation process materials for recruitment.

With regard to the request for the hiring plan from Chairman Zopp, Mr. Small believed that it had been previously distributed. He stated that he would make sure the Committee receives a copy of it<sup>2</sup>.

With regard to the request for lists of all personnel, Mr. Small indicated that he has the information. Due to the size of the document, they are working on making it available to the Directors electronically<sup>3</sup>.

Director Golden requested a list of those providing contractual services in terms of staffing<sup>4</sup>.

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In response to a comment from Director Carvalho, in which he indicated that he has not received a copy of the methodology, Mr. Small stated that all of the Chief Medical Officers have been asked to provide that to his office; once he receives it he will distribute a copy to the Directors<sup>5</sup>.

**ACTION ITEMS FOR FOLLOW-UP**

**Requests to Laura Lechowicz-Felicione**

Will provide to the committee a report on a new hiring plan and implementing practices that prevent Unlawful Political Discrimination. (8-4 meeting)

Will provide a report to the committee on what the Inspector General does on claims that have been filed which includes whether the investigation is ongoing and whether the allegations and the complaint were sustained or not sustained. (8-4 meeting)

Laura Lechowicz-Felicione, Special Counsel to President Todd H. Stroger, provided four documents to the Committee.

With regard to the first request, Ms. Lechowicz-Felicione stated that she previously provided to the Committee the Ordinance that prohibits political discrimination and the training presentation provided to employees. This information included the certifications that have been implemented for both applicants for employment, as well as current personnel who are involved in the County's employment process. Further, she indicated that she had provided the Committee with correspondence from Mr. Rothstein to Compliance Administrator Judge Julia Nowicki regarding recent changes that had been implemented in Human Resources to further prevent any unlawful political discrimination. Additionally, some recommendations made by the Compliance Administrator in her second report have been implemented.

Ms. Lechowicz-Felicione stated that the Committee was provided with the first and second quarterly reports from the Independent Inspector General. She added that on September 3, 2008, the Cook County Board of Commissioners confirmed the appointment of Patrick Blanchard as the County's Independent Inspector General; he will begin his employment in that position on October 10<sup>th</sup>.

Ms. Lechowicz-Felicione provided the members with an update on Shakman compliance efforts. She stated that the only thing pending right now with the plaintiffs is the proposed exempt list. The plaintiffs have come back to request additional information for some of the positions. She reminded the Committee that the Shakman-exempt list is a living, breathing document. She stated that the System has the proposed exempt list; if there are any changes to the list she should be kept informed so that she can communicate the information to the Plaintiffs.

Director Carvalho inquired whether there is a mechanism in process for the Shakman-exempt list to continue to be a living breathing document.

Ms. Lechowicz-Felicione stated that the goal is to include language in the hiring plan which references the exempt positions and the process to change, add and revise those positions. Right now the process has been and continues to be that any changes will have to be submitted to the plaintiffs; they will have the opportunity to review and comment on such changes.

Ms. Lechowicz-Felicione referenced another document provided to the Committee. This is an executive order that was signed by President Stroger on September 2, 2008, regarding continued compliance with the Compliance Administrator and the Independent Inspector General.

In response to a question from Mr. Small regarding the number of adjudicated claims filed by System employees, Ms. Lechowicz-Felicione indicated that she had received the breakdown of awards from the Compliance Administrator, but it does not indicate where an employee may have been housed.

Director Carvalho asked if the information will be available to Mr. Small to identify if there are individuals within the System who did the deeds that led to the claims.

Ms. Lechowicz-Felicione stated that they will be meeting with Judge Nowicki after the release of the awards to discuss the merits of her findings and where she thinks there may be issues across the County; this information will be communicated to Mr. Small.

Chairman Zopp requested that Mr. Small and Mr. Marchand set up a meeting with Judge Nowicki; after this meeting, Judge Nowicki should be asked to address the Human Resources Committee to let the Committee know what her findings were<sup>6</sup>.

Director Butler asked what will be the impact of this award to the budget.

Patrick T. Driscoll, Jr., Deputy State's Attorney and Chief of the Civil Actions Bureau of the Office of the State's Attorney, indicated that the money has been approved by the Board; it would not be part of the fiscal year 2009 budget and would not have any direct impact on the System.

#### ACTION ITEMS FOR FOLLOW-UP

##### Requests to Jonathan Rothstein:

Provide information to the committee regarding the number of hospital related grievances that exist, as well as an overview of the grievance process. (7-21 meeting)

Supply the committee with a list of the unions, their contracts, and the number of their members. (7-21 meeting)

Mr. Rothstein indicated that he had provided the Committee with two items that had been pending. One item is a list of all the unions which the County has agreements and the contract information that was requested; the second item is a list of the agreements themselves with their terms. He added that Mr. Marchand had previously provided the Committee with a list that contained the number of members in each union.

Mr. Rothstein stated that Director Ramirez had asked for copies of all of the agreements and if anyone else is interested in seeing the copies he can provide them.

Chairman Zopp stated that she will include an item on the next Human Resources Committee agenda to review the number of grievances filed and to review the grievance process<sup>7</sup>.

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NEW BUSINESS

Review and discuss job description for head of Human Resources  
for the Cook County Health and Hospitals System.

Mr. Small distributed a draft job description for the Committee's review and feedback.

Chairman Zopp asked the Directors to review the job description; she will include it on the next Human Resources Committee agenda<sup>8</sup>.

Ms. Lechowicz-Felicione stated that she would like for Judge Nowicki to receive a copy of the draft job description so she can review it and provide any commentary that she thinks is necessary.

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Update on preparation for Collective Bargaining Negotiations.

Report and discussion of impact of Duran Class Action litigation on provision of  
Dental Services including staffing and salaries at Cermak Health Services.

Discussion of pending Labor Relations Board matters.

Review, discuss and approve confidential position description for  
Chief Executive Officer of the Cook County Health and Hospitals System.

**Chairman Zopp, seconded by Director Carvalho, moved to recess the regular session and convene into closed session, pursuant to an exception to the Open Meetings Act, 5 ILCS 120/2(c)(2), et seq., which permits closed meetings for consideration of "Collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees," and pursuant to an exception to the Open Meetings Act, 5 ILCS 120/2(c)(11), et seq., which permits closed meetings for consideration of "Litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting," and pursuant to an exception to the Open Meetings Act, 5 ILCS 120/2(c)(17), et seq., which permits closed meetings for consideration of "The recruitment, credentialing, discipline or formal peer review of physicians or other health care professionals for a hospital, or other institution providing medical care, that is operated by the public body." THE MOTION CARRIED UNANIMOUSLY.**

**Director Carvalho, seconded by Director Golden, moved to adjourn the closed session and convene into regular session. THE MOTION CARRIED UNANIMOUSLY.**

**Director Carvalho, seconded by Director Golden moved to approve the confidential position description for Chief Executive Officer of the Cook County Health and Hospitals System. THE MOTION CARRIED UNANIMOUSLY.**

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Miscellaneous

Chairman Zopp stated that at this meeting the Committee received a copy of the updated proposed hiring policy which includes the changes that were discussed at the last Human Resources Committee meeting. It will be included on the next agenda of the Human Resources Committee for final approval<sup>9</sup>. Also at the next meeting the Committee will be discussing the disciplinary policy and practices and the dual employment rule<sup>10</sup>.

Public Comments

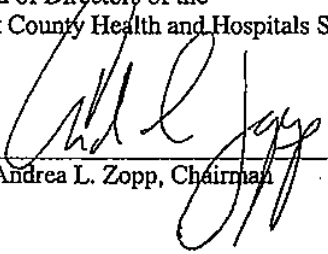
Chairman Zopp asked the Secretary to call upon any registered public speakers.

The Secretary responded that there were none.

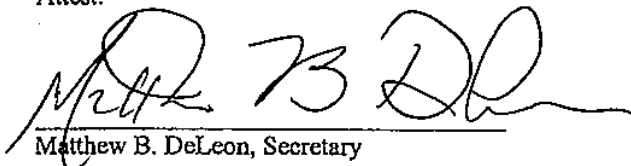
Adjournment

Director Carvalho, seconded by Director Golden, moved to adjourn. **THE MOTION CARRIED UNANIMOUSLY AND THE MEETING ADJOURNED.**

Respectfully submitted,  
Human Resources Committee of the  
Board of Directors of the  
Cook County Health and Hospitals System

  
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Ms. Andrea L. Zopp, Chairman

Attest:

  
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Matthew B. DeLeon, Secretary

The following was requested or was indicated as a follow-up item at this meeting:

<sup>1</sup> Request for information on full or part-time status on reclassifications lists. On page 2.  
(David Small)

<sup>2</sup> Request for hiring plan. On page 3. (David Small)

- <sup>3</sup> Re: request for lists of all personnel – provide electronically. On page 3. (David Small)
- <sup>4</sup> Request for a list of those providing contractual services in terms of staffing. On page 3. (David Small)
- <sup>5</sup> Request for a copy of the methodology (Chief Medical Officers asked to provide to David Small). On page 4. (David Small)
- <sup>6</sup> Follow up on request for Judge Nowicki to address the Human Resources Committee. On page 5. (David Small and Cecil Marchand)
- <sup>7</sup> Follow-up: Include an item on the next Human Resources Committee agenda to review the number of grievances filed and to review the grievance process. On page 5.
- <sup>8</sup> Follow-up: Include an item on the next Human Resources Committee agenda to review the job description for the head of the System's Human Resources. On page 6.
- <sup>9</sup> Follow-up: Include an item on the next Human Resources Committee agenda to review and approve the final updated proposed hiring policy. On page 7.
- <sup>10</sup> Follow-up: Include an item on the next Human Resources Committee agenda to discuss the disciplinary policy and practices and the dual employment rule. On page 7.